



**SAN JOSÉ STATE
UNIVERSITY**

2011 Strategic Plan Summary

School of Journalism and Mass Communications

Mission Statement

The School of Journalism and Mass Communications embraces the innovative spirit of Silicon Valley, emphasizing cultural and intellectual diversity, the First Amendment, and the free flow of ideas. The School prepares students to excel in advertising, journalism, and public relations by teaching professional skills and advanced information technologies, by developing the capacity for critical and original thinking, and fostering creativity and a passion for communications.

Core Principles and Values

Inspire integrity and ethical practice
Foster diversity understanding, inclusion and respect
Encourage learning by doing
Instill professional responsibility and personal discipline
Teach applied and theoretical perspectives
Promote the pursuit of personal and professional development
Incorporate advanced multimedia technologies

***GOALS:** The JMC School recognizes and prioritizes the following:*

- To contribute to the continuing professional development of a media field through faculty participation and leadership in the appropriate academic and professional societies;
- To contribute new knowledge to the field through faculty research and faculty supervision of student research at the graduate level;
- To advance our long-term commitment to multimedia education and research by developing partnerships with professional media and high tech companies throughout Silicon Valley, the nation and the world.
- To raise the profile of the school in the communications industry and the global community through timely, interesting, and dynamic media productions and research produced by school faculty and students.
- To connect undergraduate and graduate students with leading professional and academic trendsetters through school sponsorship of professionally affiliated student organizations, mentoring and consulting opportunities.

OBJECTIVES:

The School of Journalism and Mass Communications is committed to developing a dynamic learning environment through an innovative multimedia educational approach that enables a free flow of diverse ideas, critical thinking and the creative and responsible use of new technology. Advertising, journalism, public relations and mass communications graduate students are part of a comprehensive and ever-evolving educational process that focuses on:

- **Learning.** We value a broad based liberal arts education and intellectual curiosity above all. The academic freedom of faculty and students is vital to our role of promoting life-long learning through intellectual inquiry, scholarship and the pursuit of knowledge.
- **Student and Faculty Success.** We place our highest priority on ensuring the academic success and personal growth of everyone in the San José State University community.
- **Excellence.** We hold ourselves to the highest standards and support continual improvement and innovation in all we do.
- **Integrity.** We are accountable for our actions and expect honesty and fairness in all our work and interactions.
- **Diversity and Social Justice.** We value and respect diversity, inclusion, civility and individual uniqueness, and recognize the strength these factors bring to the learning environment, our community and the world. All of our interactions should reflect trust, caring and mutual respect.
- **Globalization.** We are committed to globalizing our curriculum to ensure that our graduates appreciate, contribute to and compete effectively in a global marketplace. We also aim to promote international opportunities for faculty and students.
- **Sustainability.** We are committed to sustainability in all areas, not just environmental, but also social sustainability.
- **Community and Service.** We value collaborative relationships within and beyond the campus in order to best serve our mission.

JMC SCHOOL STRATEGIC PLAN

Five Academic Years: 2010 through 2015

FOCUS: *To constantly re-invent the JMC School as a recognized leader in teaching, research and scholarship in mass communications education that enables students to develop critical thinking, problem-solving, teamwork and media management skills while including diversity and global community needs.*

The JMC School engages in strategic or long-range planning that provides vision and direction for its future, identifies needs and resources for its mission and goals, and is supported by university administration.

Steps to take:

1. **Enhance faculty research, grants/contracts and dissemination.**
 - Define standards and definitions for research and scholarly/creative activity.
 - Articulate School expectations for retention, tenure and promotion.
 - Support grant development, proposals, dissemination/travel.
 - Profile faculty grants and research.

2. **Review curriculum alignment with vision, mission and directions.**
Investigate areas for one-credit and short courses.
Identify gaps and areas of duplication in the curriculum.
Investigate and plan for the extended integration of technology, tying fund development to specific priorities.
Enhance faculty orientation and structured mentoring programs.

4. **Define standards and support for student success.**
Review standards for admission and graduation.
Establish and monitor school-wide policies and standards.
Enhance the Web presence for recruitment and advising for current students. Track use.
Address retention and graduation rates.
Develop a plan to monitor and support first year students
Develop an exit survey for graduating students.
Develop a consistent and congruent plan for tracking graduates.

5. **Enhance revenue streams.**
Identify potential revenue streams (continuing education, donations, grants, special sessions).
Develop a specific plan for fund development including priorities, sources, timelines.
Establish realistic targets comparable to other academic units.
Establish and maintain contact with alumni and retired professors.

6. **Focus operations on strategic planning, effective communication, sense of cohesion and accountability.**
Identify and streamline unnecessary steps in processes.
Streamline processes using e-tools.
Develop quality service assessment tools to create baseline data and annual reviews.
Develop benchmarks and goals for areas identified for growth such as fund development, research funding.
Ensure that strategic planning is more of a process than an event. Ensure that strategies and tactics for implementation and monitoring are in place.

7. **Improve governance and operational models.**
Review and streamline governance and consultative processes to reduce faculty time commitments.
Reduce "bureaucracy" as much as possible.
Develop a plan for ongoing professional development in current educational practice and research interests and activities for faculty through peer teaching.
Identify and address/reduce School silos.
Leverage the School's location through industry partnerships and technological innovation.

